LTC Requested Overview

Final Report
March 1993

Washington State Department of Transportation

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Executive Summary

EXECUTIVE SUMMARY
March 1993

The attached overview was developed by the Washington State Department of Transportation in response to a request by Legislative Transportation Committee Co-chairs, Representative Ruth Fisher and Senator "Pat" Patterson for a review of the following topics:

- FTE growth
- Growth in the administrative programs
- Consultant usage
- Female and minority employment
- Impacts of environmental requirements

A copy of the requesting letter is included in Appendix B.

Based upon the department's review, the following general conclusions can be drawn:

- **FTE growth (FY 1979 - FY 1993)**

  From FY 1979 through FY 1991, FTE growth within the department has remained relatively constant. There were declines in staffing in the early and late 1980s with growth in the mid **1980s,** FY 1990, and FY 1991, following approval of new revenues by the legislature. In FY 1992 to 1993, the department has increased its **FTEs** over FY 1979 by approximately 1,000 **FTEs.**

  The primary drivers for FTE growth within the department are the construction programs. Growth in construction related activities (not including administrative functions) has amounted to 2% per year from FY 1979 to FY 1993 while total FTE growth for the department for the same time period has been 1.2%.

- **Growth in the administrative programs (FY 1979 - FY 1993)**

  Growth in FTEs in the administrative programs has been relatively minimal, amounting to an annual increase of only .8%. Where FTE growth has occurred, it has been mainly to provide new functions as directed by the legislature such as the Office of Risk Management and the Office of Urban Mobility or to expand and emphasize existing functions such as the Office of Equal Opportunity and the Office of Financial Planning.

  In order to manage the FTE growth within the administrative programs and to respond to ever increasing state and federal requirements for program and fiscal management, the department has increased the amount of funds used for automated data processing systems. The development and operating costs of these automated systems constitute the majority of the increase in expenditures within the administrative programs. Some of the major management systems installed over the study time period are the department's Capital Program Management System (CPMS), Transportation Executive Information System (TEIS), and Transportation Accounting Information System (TRAINS).

- **Consultant usage (FY 1982 - FY 1993)**

  The use of consultants has remained and will remain relatively constant. Consultants are used primarily to support peak workload periods such as those following revenue increases; major project funding where there is a need for short-term staffing increases; or specialize expertise to get projects to the construction phase. During these periods, the use of consultants increases but then returns to a normal level. The department's use of consultants averages 8.5% of our construction program and marine capital program FTEs.

- **Female and minority employment (Dec. 1982 - Dec. 1992)**

The department continues to maintain progress in its recruitment of female and minority employees. A majority of the gains have been in the branch management and higher positions, with slower growth being shown at the skilled worker level.

both female and minority participation has **outpaced** the growth in hiring by **1%-4%** between the years of 1985 and 1992 for the Marine Division and between the years of 1982 and 1992 for the rest of the department.

In order to assist **in the hiring of female and minority employees, the department has had a program of active college recruitment which targets minority colleges. This program has been supplemented by department efforts to interest high school students in science and engineering fields with emphasis being placed on female and minority students.**

In January of 1992, the Office of Equal Opportunity was formed. This unit reports directly to the Secretary for WSDOT. Ms. Brenda Richardson, an African-American female, was hired as the new director and the Affirmative Action and the External Civil Bights units of the department were consolidated under Ms. Richardson's direction.

Since its inception, the Office of Equal Opportunity has accomplished the following:

- **Obtained approval by the Governor's Affirmative Action Policy Committee for the department's Affirmative Action Plan which establishes long-range hiring goals to obtain parity by the end of FY** 1995.

- Implemented an agency-wide diversity training program.

- Implemented an Affirmative Action Appointment Policy which requires managers to justify and obtain approval for hiring of non-protected groups where affirmative action goals exist for the organization.

- Developed a recruitment directory for use by the agency to identify recruitment sources for locating and hiring protected group members.

- Established an Equal Opportunity Advisory Group.

- Implemented an Americans with Disabilities Act (ADA) task force to ensure compliance to the requirements of the Act.

- Successfully completed its annual Federal Highway Administration Review, covering both Title VI and Title VII of the Civil Rights Act of 1964. As in the past, WSDOT was found to be in compliance with this Act.

- **Impacts of environment requirements WY** 1985 **- FY** 19921

While the number of people hired into'environmental positions has increased from 34 to 61, the amount of effort expended by the department in responding to environmental 'requirements amounts to an average of 6% of the total design and construction effort. It should be noted that on specific projects the environmental requirements can constitute as much as 25% of the total project costs, with the average for the Puget Sound Region being 12% for projects having wetland or storm water impacts.

Given an estimated average of 6% across the state, this effort amounts to an an additional FTE expenditure of 70 **FTEs** per year given our current design and construction workforce levels. In addition, approximately 5% of our maintenance effort and 10% of our maintenance administrative effort, or 80 **FTEs,** is also spent in obtaining the necessary permits and responding to environmental requirements.

Of the environmental staff hired, the majority is in support of our construction programs, with the primary required expertise being in environmental documentation preparation and environmental permits. In short, most of our environmental staff's time is spent in preparing documents such as EISs and obtaining permits from the regulatory agencies such as the Department of Ecology.

Executive Overview

STATEWIDE TRENDS
1979-1991

In order to review the growth of WSDOT, it is appropriate to put the growth percentages in the context of the growth encountered within the state and within the transportation user community. The percentages shown on the following chart demonstrate the annual percentage growth for WSDOT FTEs and Expenditures, Ferry Passengers and Vehicles, Population, Number of Vehicles Registered in the state, Vehicle Miles Driven, and the Seattle Consumer Price Index.

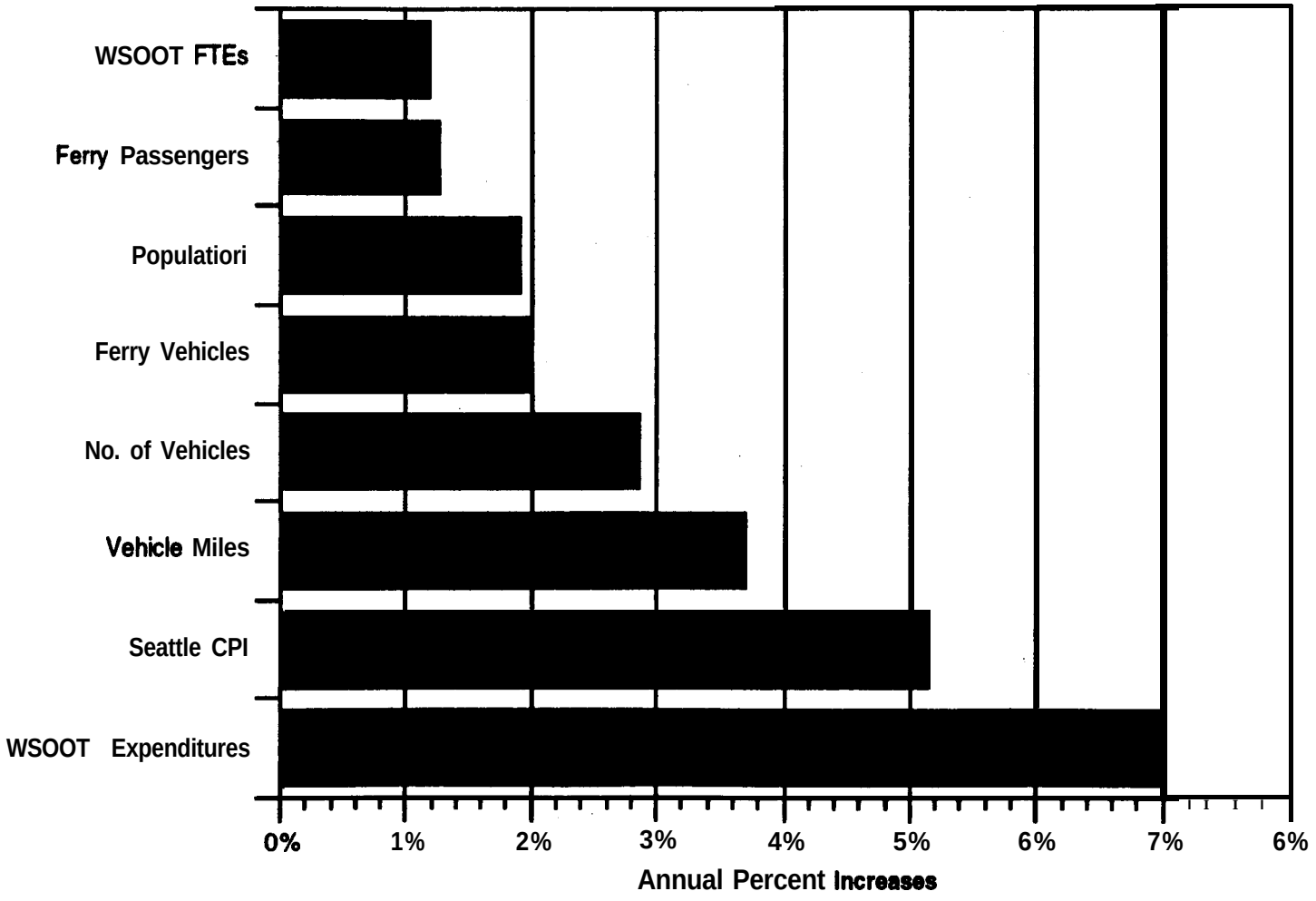
The figures on the chart show that the percent increase in vehicle miles driven and the number of vehicles utilizing the ferry system has exceeded that of the population growth. This reflects the increased traffic that we see on the state's transportation system and demonstrates that we continue to travel more even with current congestion levels and fuel prices.

You should note that the number of WSDOT FTEs has not kept pace with the public's use of the the highway system as measured in vehicle miles driven. In fact, the vehicle miles driven has increased at a percentage rate three times as high as the rate at which FTE growth has occurred.

While the chart shows that the amount of funds expended by WSDOT is increasing at a rate higher than the Seattle Consumer Price Index, this comparison does not take into consideration the impact of the increased usage of the transportation system as demonstrated by the increased vehicle miles driven. Given the increase in both usage and inflation, WSDOT's expenditures in 1991 were less than what was expended in 1979.

In conclusion, growth in the public's use of the transportation system has exceeded the growth within the department for FTEs and expenditures.

Statewide Trends 1979-I 991



WSDOT FTE AND DOLLAR EXPENDITURES
19794993

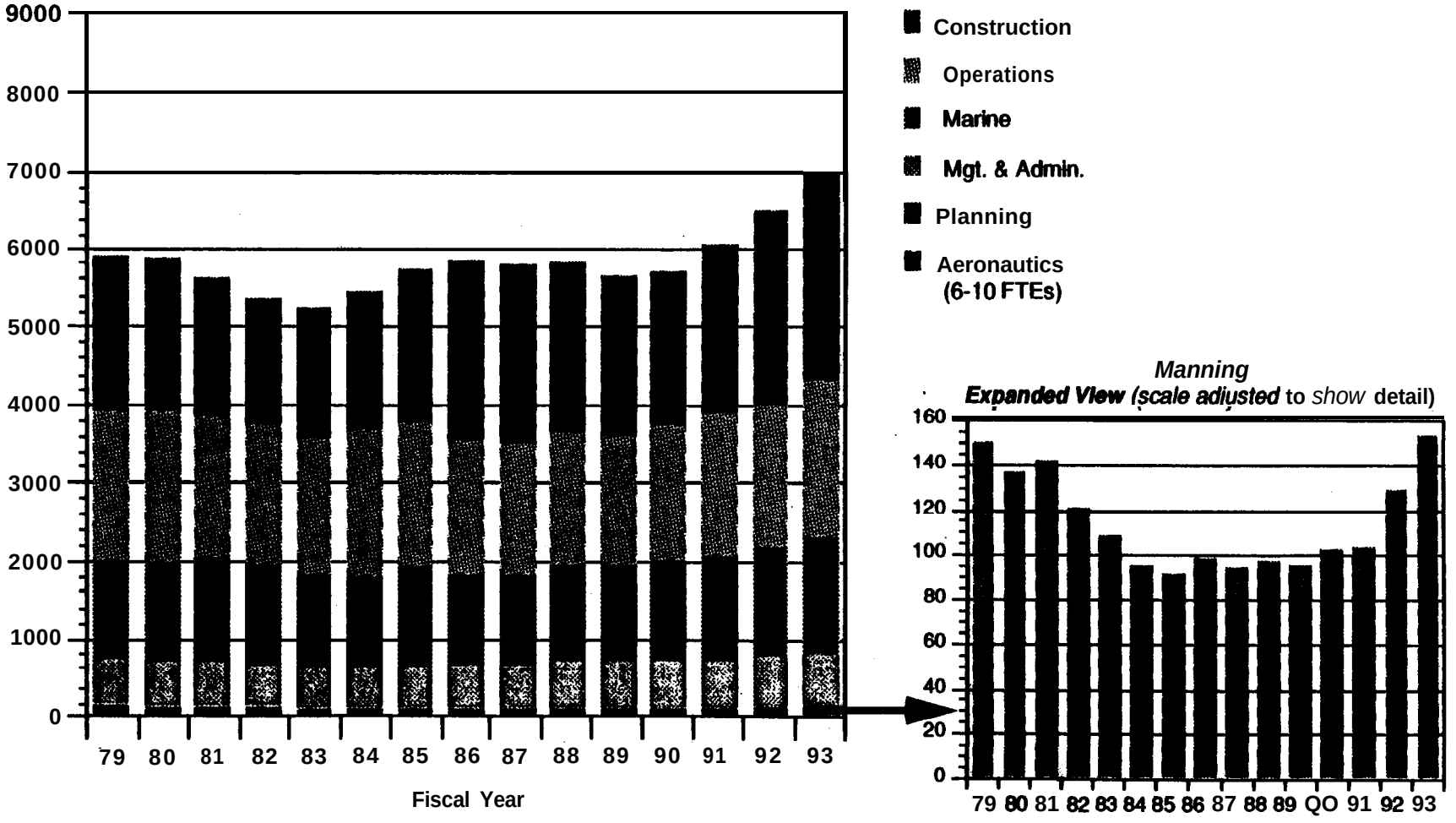
Introduction

The following charts identify the overall FTE and expenditure growth that has occurred within WSDOT from FY 1979 to FY 1993. In addition, we have also identified the level of federal participation in providing funding for WSDOT during this same time period.

Following the charts is a discussion of each of the functional areas identified in the charts. It should be noted that figures for the 1993-95 biennium are not included because they are currently only at any agency request stage and will likely undergo significant revision by the legislature before they can be considered a final target.

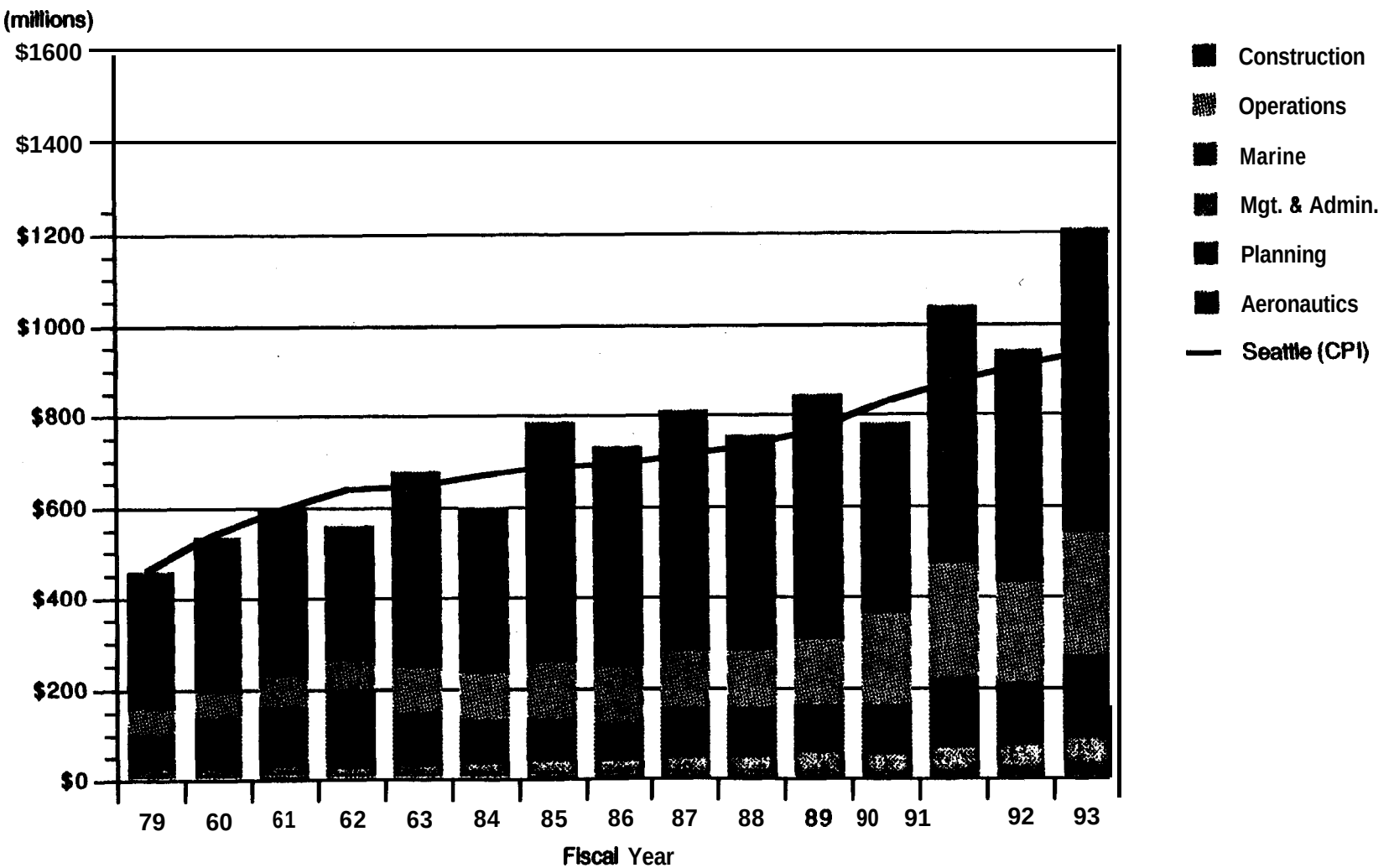
A definition of what programs have been included into each of the functional areas is contained in Appendix A. While some of the titles, such as Operations, tend to match a corresponding organizational title within the department, there is no such correlation. For example, Operations contains programs associated with our Local Programs Division as well as our Finance and Budget Division. In short, this presentation groups programs by related function and not by WSDOT organizational unit.

Total FTEs Summary by Function



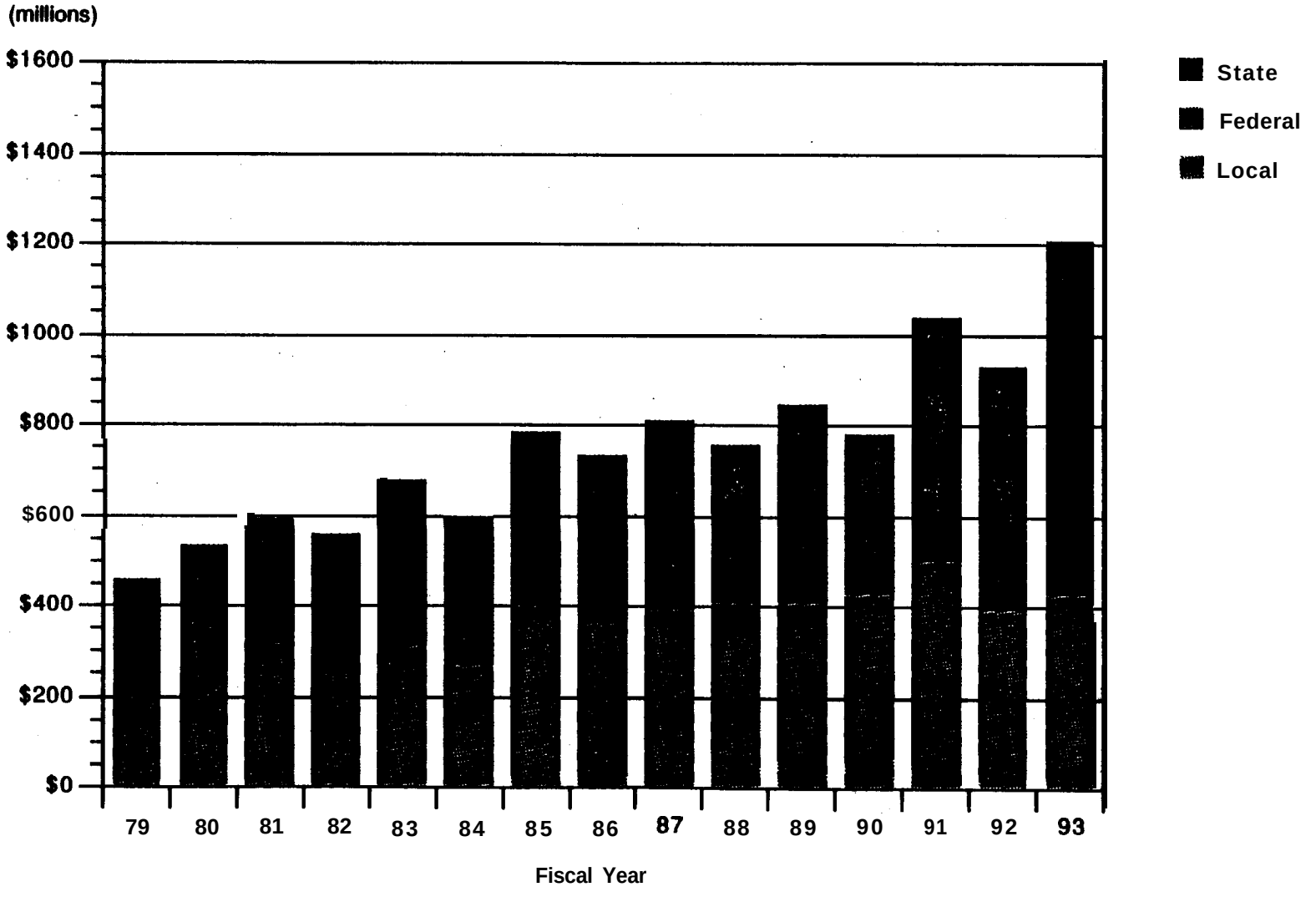
Total Dollars Summary by Function

(Unadjusted)



Total Dollars Summary by Source of Funds

(Unadjusted)



Background

In reviewing the above charts, it should be noted that the growth experienced by the department has been in response to identified and documented needs. Most importantly, this growth has been in compliance with legislative direction and funding constraints.

In 1988 the Road Jurisdiction Committee (RJC), a multi-jurisdictional task force created at the direction of the 1983 Legislature, published a report which identified the roadway needs of the state. This report identified a backlog of needs of between $9.4 billion and $13.5 billion for the time period of 1987 through 2000. Even with the increases in revenue provided by the legislature in 1991 and 1992, a large portion of this backlog still remains. In addition, since the study only addressed needs on the roadways in existence at the time of the study and did not address the need for future capacity increases, the backlog identified in the study is understated.

As a result of the RJC effort and an analysis of growth trends within the state, it became apparent that there was a large unmet need for capacity improvement. In order to address this need in an environment of limited funds and resources, alternatives to our dependence on roadways -were required. In addition, the various transportation jurisdictions and the legislature recognized the need for cooperation in the planning and implementation of projects to ensure the most effective utilization of these limited resources. As a result, there has been an increased emphasis on alternative transportation modes, growth management and inter-jurisdictional planning within the state and the department within the last two to three years.

General Discussion

General Discussion - **FTEs**

FTE growth within the department tends to follow funding'increases such as those provided by the legislature in FY 1984 and 1985 and in FY 1990 and 1991. Because of the backlog of needs such as those identified by the RJC, major increases in **FTEs** following a revenue increase are in the design and construction activities of the department. On the other hand, as revenues became scarce, WSDOT reduced its staffing for the construction programs to concentrate its efforts on maintaining and preserving the infrastructure already in existence.

The other major area of growth has been in the planning functions of the department. This growth has been in response to the need for effective utilization of the state's limited resources and to legislative direction for implementation of growth management initiatives and multi-modal alternatives to automobile usage.

In addition to being responsive to the availability of funding, **WSDOT's FTEs** are also impacted by other legislative actions such as the 1982 early retirement option offered by the legislature to save state revenues. As a result of this action WSDOT had a decline in staff in 1982 and 1983 which required several years of recruiting to replace.

General Discussion - Expenditures

As stated in the Statewide Trends section of this presentation, expenditures have increased at a rate higher than inflation but not higher than inflation and traffic growth combined.

While all areas show increases in expenditures, the major areas of expenditure fluctuation are in the construction and operations functions. With each increase in funding, our construction and operations programs have been expanded to utilize these funds to construct and maintain the needed infrastructure.

In addition, the legislature has used the department to provide funds to other jurisdictions for such items as transit, Transfer Relief Fund, and the Everett Home Port. While this external support shows up as department expenditures, the department is simply being utilized as the accounting agency. In fact in FY 1993, $90 M of the $281 M department operating function expenditures is pass-through funding while in FY 1979, this amounted to only **$.8 M of** $53 M expenditures.

General Discussion - Federal Participation

Federal participation for WSDOT funding has grown from 1979 to 1993 along with the state funding. However, as a percent of the total transportation funding, federal funding has declined. In FY 1979, federal funds constituted 42.4% of **WSDOT's** funding. Federal funding then increased to 53.5% in FY 1981 and then decreased to 33.0% in FY 1993. In fact, ***federal*** *finding hns not kept up with inflation.* This means that revenues from state tax sources are and will continue to be the main funding source for transportation within the state.

Construction

Construction - FTEs

Construction **FTEs** show the specific trend of increasing following revenue increases and decreasing as future funding becomes uncertain. In addition, construction **FTEs** are influenced by the number of large construction jobs authorized such as the Interstate Completion projects, Special Category C projects, and the federal demonstration projects funded in the Intermodal Surface Transportation Efficiency Act.

In FY 1979 there were 2,001 **FTEs** associated with the construction functions. This level of **FTEs** decreased to 1,647 in FY 1982, after which they remained relatively constant until FY 1984. As a result of revenue increases in FY 1984 and FY 1985, the number of **FTEs** increased to a high of 2,335 in FY 1986. Following FY 1986, **FTEs** began a slow decline to a level of 1,954 in FY 1990 due the uncertainty of continued funding. Again, as a result of revenue increases in FY 1990 and FY 1991, **FTEs** grew to their current level of 2,641 in FY 1993.

In FY 1979, construction function **FTEs** constituted 34% of the department work effort. In FY 1993, the level of effort is 38% of the total.

Construction - Expenditures

Increases in construction expenditures are the result of increased capacity improvement efforts, safety improvement efforts, increased right of way costs, federal bridge inspection requirement, and increased environmental coordination and planning efforts. (A further discussion of the environmental efforts is contained in the Environmental Staff Usage Section.)

Even with the increases, construction expenditures have remained relatively constant given the impacts of inflation. In fact, the growth in construction dollars has increased at an approximate rate of 6% per year while inflation has been close to 5% per year.

There has been an increase in the use of local funding or Transportation Improvement Board (TIB) funding for state projects. WSDOT will continue to seek local, TIB, and private support for its current and future design and construction efforts.

Construction - Federal Participation

While federal participation has grown in support of the construction function, it has not kept up with inflation and continues to shrink as a percentage of the total construction function expenditures. For example, in FY 1979 federal participation was 64% while in FY 1993 it will be 48%.

Operations

Operations - FTEs

For the period of FY 1979 to FY 1993, operations function FTEs have remained relatively constant. However, operations FTEs decreased from 1,905 in FY 1979 to 1,744 in FY 1983. Similar to the FTE growth in construction, operations FTEs increased following the revenue increases in FY 1984 and FY 1985 to 1,864 in FY 1985. From FY 1985 to FY 1990, operations FTEs remained relatively constant. However, beginning in FY 1991, FTEs have slowly increased to their level of 1,989 in FY 1993.

This decrease in the early 1980s was a result of maintenance facility consolidation, productivity improvements and FTE reductions. It should be noted that while operations contained not only maintenance programs, the majority of the FTEs in the function are from the maintenance areas.

In FY 1979, operations function FTEs constituted 32% of the department's work effort. In FY 1993, this level of effort will be 29% of the total.

Operations - Expenditures

While operations FTEs have remained constant, operations expenditures have grown at a pace greater than inflation. The primary reasons for this growth include: increased traffic on our highways, additional roadway miles to be maintained, management of installed traffic control systems, new programs such as incident management, self insurance funding, funding for the Highway Transfer Relief Fund, and increased pass-through funding for such items as the Everett Home Port, High Capacity Transit Program, and local construction activities. In addition, there has been increased maintenance activities such as storm water runoff management, vegetation management, and control of toxic materials. Operation function expenditures have increased at a rate of approximately 13% per year while inflation has been close to 5% per year.

As stated in the General Discussion - Expenditures section of this document, $90 M of the $281 M department operating function expenditures for FY 1993 is pass-through funding while in FY 1979, this amounted to only $.8 M of $53 M expenditures. Without these additional pass-through expenditures, the rate of increase is reduced to approximately 9% per year.

Operations - Federal Participation

Federal funding has been relatively minor in support of our maintenance activities. However, beginning in FY 1981, federal support from public transportation has amounted **$2-$3** M per year and, beginning in FY 1990, federal funds for pass-through funds for local construction have increased from $40 M to a $50 M with the Everett Home Port receiving an additional $5 M per year in federal funds.

Management and Administration

Management and Administration - FTEs

From 586 **FTEs** in FY 1979, management and administration **FTEs** dropped to a low of 500 in FY 1983.. Since FY 1984 the **FTEs** have grown slowly to their current level of 657 in **FY** 1993. Beginning in FY 1989, several new functions were added to management and administration. These new functions included Economic Development, Risk Management, Financial Planning and Coordination, and the Office of Equal Opportunity. In FY 1988 there was an increase in construction and maintenance management **FTEs** due to a movement of **FTEs** from general construction activities to construction management activities and the movement of **FTEs** from general maintenance activities to maintenance management activities (as a result of a 1986 TEF study).

In FY 1979, management and administration **FTEs** constituted 10% of the department's work effort. In FY 1993, this level of effort is 9% of the total.

Management and Administration - Expenditures

Management and administration expenditures have shown steady growth. This growth has been the result of the increased **FTEs** identified above and increased data processing systems development and operations costs. In order to restrict FTE growth and to respond to state and federal requiements for improved project and fund management procedures, the department has developed, purchased, and installed automated information processing systems. These efforts have resulted in the development and implementation of systems such as the Capital Program Management System (CPMS), Transportation Executive Information System (TEIS), and Transportation Accounting Information System (TRAINS). The development and operating costs of these automated systems constitute the majority of the increase in expenditures within the administrative programs.

In 1990 there was a drop in expenditures as the department went to self insurance. These expenditures are now shown in the operation function of this presentation.

Management and administration expenditures have averaged approximately 8% per year while inflation has increased approximately 5% per year.

-Management and Administration - Federal Participation

The management and administrative function receives almost no federal dollars. There are some local reimbursables for services provided.

Planning

Planning - FTEs

In FY 1979, planning function FTEs were 150. From FY 1981 to FY 1985, planning FTEs underwent a sharp decline to a level of 92. This decline was a result of legislative direction to reduce planning under the philosophy that WSDOT was to become strictly a maintenance organization with little need for long-range planning. This lower level was then maintained until FY 1990. Beginning in FY 1990, FTEs began to grow to their current level of 146.

The recent growth in the planning function was in response to the need for effective interjurisdictional coordination and for the development and expansion of alternatives modes of transportation. Efforts by both the planning organizations and the legislature have resulted in the implementation of growth management, high capacity transit, and transportation demand management legislation.

Continued growth in the planning function is expected as a result of new planning requirements contained in the federal Intermodal Surface Transportation Efficiency Act and continued implementation of the state's Growth Management Act and high capacity transportation efforts.

In FY 1979, planning function FTEs constituted 3% of the department's work effort. In FY 1993, this level of effort will be 2% of the total.

Planning - Expenditures

Planning expenditures increased at a rate equivalent with inflation from FY 1979 to FY 1990. However, following the passage of the Growth Management Act and the High Capacity Transit Act, expenditures have doubled. This recent increase in expenditures is in support of the Regional Transportation Planning Organizations, Transportation Policy Planning Process, and district planning support for developers and local jurisdictions.

Planning - Federal Participation

Federal participation has averaged between $3 M to $5 M from FY 1979 through FY 1993. This funding has been in support of intermodal planning and research.

Aemnautics

Aeronautics - FTEs

Aeronautics FTEs have grown from 6 FTEs in FY 1979 to 10 FTEs in FY 1993. The increase in FTEs is a result of the transfer of the pilot/aircraft duties to aeronautics from the Department of Licensing as a result of legislation in FY 1987. In addition, aeronautics has added 1 to 2 FTEs to support additional aviation systems planning activities and a heliport study as required by the FAA.

Aeronautics - Expenditures

While current expenditures for aeronautics are allocated at slightly over $2 M for FY 1993, expenditures have risen at a rate higher than inflation. This increase in expenditures has been used to provide safety improvements to qualifying municipal and state airports. Improvements to these airports have been in such areas as improved runway lighting, installation of airport identification lighting, improved runway surfaces, installation of electronic nondirectional beacons, and installation of safety instruction transmittal equipment.

Aeronautics expenditures have increased at a rate of approximately 12% per year while the rate of inflation has been approximately 5% per year.,

Aeronautics - Federal Participation

beginning in FY 1985, federal participation in aeronautics funding has been between $100,000 and $500,000 per year in support of the maintenance and planning for state-owned airports and for development and update of the Continuous State Airport Systems Plan.

Marine

Marine - FTEs

Operating Program

In FY 1979, marine operating program **FTEs** were 1,257. Marine operation program **FTEs** slowly decreased from FY 1979 to a level of 1,080 in FY 1984. Beginning in FY 1985, there has been a steady increase in operation program **FTEs** to a current level of 1,410 in FY 1993. This increase is a result of the need to staff additional service hours on auto-ferry routes and installation of new services such as the passenger-only ferries.

Capital Program

Marine capital program **FTEs** have fluctuated to respond to the needs for vessel and terminal construction and renovation efforts. In FY 1988, marine began hiring its own construction engineers to assist in the design and construction of new vessels and the design, construction, and refurbishment of the ferry terminals.

The current level of **FTEs** in the marine capital program is 106.

Marine Total

Marine **FTEs,** in total, have grown from 1,278 in FY 1979 to 1,516 in FY 1993. In FY 1979 marine function FTE constituted 22% of the department's work effort. In FY 1993, this level of effort will remain at 22% of the total.

Marine - Expenditures

While the marine expenditures have grown from FY 1979 to FY 1993, these expenditures have grown at a rate consistent with inflation. Marine function expenditures have increased at a rate of approximately 6% per year as compared to an inflation rate of approximately 5% per year.

Where there has been growth, it has been in the marine capital program. This growth is a result of such effort as renovation of the Steel Electric Class Ferries and, beginning in FY 1987, the implementation of a system-wide vessel and terminal renovation program.

Increases in the marine operations program have been a result of the increased costs of providing additional service hours on auto-ferry routes and operation of the passenger-only ferries.

Marine - Federal Participation

The marine operating program is funded predominantly from state funds and passenger fares. The marine capital program is funded from state, local, and federal fund sources. Federal grants for construction were obtained first in FY 1980. Since this time, the marine capital program has received $25 M in federal assistance.

It should be noted that there was approximately $70 M of federal funds provided in FY 1982 in response to the sinking of the Hood Canal Bridge. However, following FY 1983, the state's portion of the funding has shown the largest increase with federal and local funding being provided for specific capital projects.

CONSULTANT USAGE
19824993

Introduction

Complete database analysis of consultant usage for construction support is limited to FY 1982 through FY 1993.

The attached chart shows consultant usage as compared to WSDOT's construction program FTEs and marine capital program FTEs.

Discussion

The following chart shows that the use of consultants is relatively minor when compared to the number of department FTEs involved in design and construction activities.

WSDOT uses consultants to supplement its own staff for the following:

- to respond to the surge in design effort required to get additional projects under construction following sudden revenue increases.

- to support the department's cyclical design and construction efforts so that permanent staff do not have to be laid off during 'slow' times of the year.

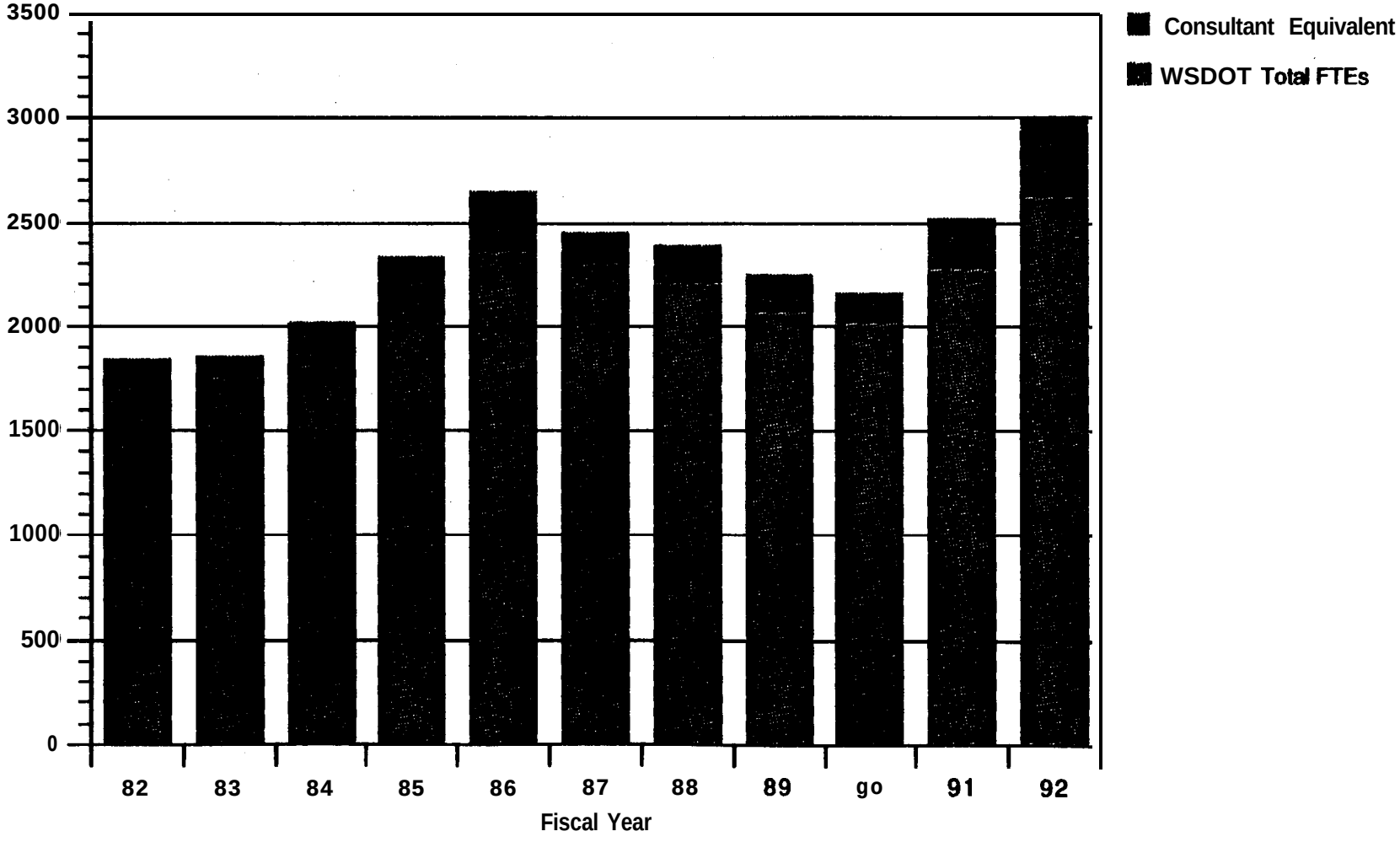
- to obtain specialized expertise for specific projects where the required expertise is not available within the current permanent workforce.

It should be noted that the department also uses temporary employees and overtime to reduce the impact of the cyclical nature of its design and construction efforts within its construction programs. This cycle consists of a peak work load in the summer and early fall and a decline in work load in the winter.

Marine experienced a growth in consultant usage in FY 1983, for the initial design of the Seattle and Bremerton Ferry Terminals, and then again in FY 1986, for the Steel Electric Class Ferry renovations. Marine usage of consultants increased again in FY 1989, when the Marine Division embarked on a program of vessel and terminal reconstruction and rehabilitation and passenger-only vessel and terminal implementation. Consultant usage has remained level from this last increase.

On an average, the department maintains an 8.5% level of consultants when compared to the department's construction programs and marine capital program **FTEs**.

WSDOT and Consultant Construction Subprogram FTEs



FEMALE AND MINORITY EMPLOYMENT
1983-1993

The following two tables identify that the number of female and minority employees within the department has increased over the time periods shown. In addition, both female and minority employee participation increased at a rate of approximately 1% to 4% more than the overall FTE growth rate for the department.

For positions in the Official/Administrator category, Transportation Supervising Engineer level or higher (branch managers to executives), the percent of females has increased from 1% of the available positions to 8% and the percent of minorities has increased from 2% to 7%. This category includes all department management positions including Marine Division.

For the employees counted in the Marine Division table, it should be noted that only a portion of the office clerical staff are not covered by union contract for hiring and promotion. For example, positions such as vessel captain, vessel engineer, and ticket takers are all covered by union agreements for promotion. Management positions and non-union para-professional positions are included in the department totals and not included in the Marine Division table.

The department has continued to expand its efforts to recruit female and minority employees. These efforts have taken the form of increased recruitment at minority colleges, participation in high school outreach programs, and targeted recruitment.

In January 1992, the Office of Equal Opportunity was formed under the Secretary of Transportation. Ms. Brenda Richardson, an African-American female, was hired as the new director and the department's Affirmative Action and External Civil Rights units were consolidated under Ms. Richardson's direction. Ms. Richardson's first priority was to bring the Office of Equal Opportunity to full strength by filling vacant positions. As a result of her efforts, the following individuals have been added:

- Mr. D. Norvelle Roland, an African-American male, was hired as the Affirmative Action Program Administrator. Mr. Roland brings over twenty years of experience in the equal opportunity field to the department.

- Ms. Cheryl Strobert, an African-American female, was hired to fill the vacancy of Affirmative Action Officer 3, Office of Equal Opportunity, Marine Division. Ms. Strobert brings a wide range of affirmative action and personnel experience to the department and places an Affirmative Action Officer on site at the Washington State Ferry System.

- Mr. Andrew Harris, an African-American male, was hired as the Human Resource Development Specialist 3 to develop and conduct workforce diversity, sexual harassment, and affirmative action training for all employees in the department. Mr. Harris brings over 20 years of diversity training experience in the private sector to the department.

Since the inception of the Office of Equal Opportunity, the following have been accomplished:

- The WSDOT Affirmative Action Plan was completed and approved by the Governor's Affirmative Action Policy Committee. This plan was developed to cover FY 1990 through FY 1995. The long-range goals for hiring protected groups show that the department should obtain parity by the end of FY 1995.

- The firm of **InnoVisions** was hired to provide diversity training for all ferry system employees. The legislature approved an additional $800,000 to fund this training.

- WSDOT has continued its participation in job fairs throughout the state. One highlight was **WSDOT's** participation in the Women in Trades Conference in Ring County. The department's display was put together by female volunteers who work for the department. This display and effort was viewed as highly successful by all who participated.

- A revised Affirmative Action Appointment Policy and interim guide were drafted and distributed to department managers. This policy requires managers to justify the **nonhire** of protected groups where affirmative action goals exist. The policy also requires approval of hires by the Office of Equal Opportunity prior to appointments being made.

- A WSDOT Recruitment Directory has been developed for use throughout the department. This directory lists several hundred groups, both state and nation-wide, who can be used as recruitment resources for locating and hiring protected group members. Additionally, the directory lists a multitude of sororities, fraternities, and professional groups who cater specifically to protected group members. Recruitment announcements are being sent to these organizations on a regular basis to increase the number of protected group members available for hire on registers.

- A department Equal Opportunity Advisory Group has been established. This group is made up of employees representing all districts and divisions within the department. The employees selected to participate represent a wide variety in gender, ethnicity, and job classifications. The charge of this groups is to:

  - Determine ongoing needs in equal opportunity and assist in establishing guidelines to educate and stimulate department employees' awareness of equal opportunity issues.

- Evaluate overall equal opportunity and affirmative action concerns and formulate recommended approaches for resolution.

- Recommend appropriate methods of giving recognition, on an annual basis, to those areas or individuals who are making outstanding contributions in the area of equal opportunity and affirmative action.

- Present an annual report to the Secretary and Deputy Secretary of Transportation which documents the groups activities and identifies plans and recommendations for the next year.

- Formed an Americans with Disabilities Act (ADA) task force to ensure department compliance with the Act.' The purpose of the task force is two-fold:

  - The task force was charged with completing the self-evaluation required by the ADA by January 26, 1993. As part of the self-evaluation, the task force will identify suggested changes in policies and procedures wherever the department is in noncompliance with the ADA.

  - The task force is charged with completing the transition plan and ensuring all of our facilities are in compliance with the ADA by July of 1995. The task force is assisting in the hiring of a consulting firm to evaluate each WSDOT owned facility to develop this transition plan. The task force is also working with the Department of General Administration to ensure that all facilities leased by WSDOT are brought into compliance with the ADA.

- Completed its annual FHWA review, covering both Title VI and Title VII of the Civil Rights Act of 1964. As in the past, the department has been found to be in compliance with this Act.

Minority/Female Participation Table
(Excluding Marine)

Department Total (excluding Marine)			
Date	WSDOT Total Employees	Minorities	Female
Dec. 1982	3,644	251	624
Dec. 1992	4,682	425	967

Minority/Female Participation Table for Marine

Marine Only			
Date	Marine Total Employees	Minorities	Female
Dec. 1985	1,153	97	192
Dec. 1992	1,491	186	268

Official/Administrator Minority/Female Participation Table

Management (includes all Management positions)			
Date	WSDOT Total Management	Minorities	Female
Dec. 1982	185	4	1
Dec. 1992	238	17	18

ENVIRONMENTAL STAFF USAGE
19834993

The following chart shows the number of **FTEs** assigned to support of our department's environmental efforts. In addition to the **FTEs** shown, WSDOT staff involved in the design and construction of capital projects are also involved in the department's efforts to meet environmental requirements. This additional effort currently takes approximately 6% of the design and construction activity and effects such efforts as bridge design and construction, purchase of property for wetland mitigation efforts, storm water drainage design and construction, design and construction of noise barriers, and 'public review and comments of design proposals. Given the FY 1993 construction program budget, this additional effort is equivalent to approximately 70 **FTEs** statewide. It should be noted that for specific projects the environmental requirements can constitute as much as 25% of the total project costs, with the average for the Puget Sound Region being 12% for projects having wetland or waste water impacts.

Environmental regulations also impact our maintenance efforts in such areas as storage and disposal of sweepings, application of pesticides, management of hazardous waste, and maintenance of storm water runoff management facilities. It is now estimated that 5% of the maintenance crew activities and 10% of the maintenance administrative efforts are related to obtaining environmental permits and meeting environmental requirements. This effort translates to approximately 80 **FTEs** statewide.

Of the environmental staff hired, the majority is in support of our construction programs, with the primary **'required** expertise being in environmental documentation presentation and environmental permits.

Environmental Staff FTEs — State Total by Function

	Mgt. & Admin.	Marine	Operations	Construction	Total
1985	4.3	1.0	1.0	28.0	34.3
1992	6.3	2.1	1.1	51.5	61.0

Environmental Staff FTEs

Total by Expertise

Expertise	FY 85	FY 92
Air Quality Specialist	2.1	2.3
Biological Specialist	1.6	7.0
Energy Specialist	0.0	0.2
Envir. Doc. Preparation Specialist	13.6	20.0
Hazardous Material Specialist	0.0	2.0
Historical/ Archeological Specialist	0.2	0.5
Noise Specialist	4.7	6.0
Permits	4.3	10.6
Policy and Procedures Specialist	0.8	1.6
Water Quality Specialist	0.8	1.3
Management Staff	2.4	2.8
support	1.9	3.5.

Appendix A

Appendix A
Presentation Definitions and Notes

General Comments

Construction, operations, planning, and management and administration functions do not include the corresponding Marine Division activities. Due to the difference in labor and expenditure reporting in the past for marine, we were unable to combine marine activities with similar department activities. Therefore, marine is considered as its own function, as is aeronautics.

To ensure consistency, pass-through programs have been grouped under the operations function.

All programs have been updated to match current 1991-1993 biennium program definitions.

Transportation Equipment Fund (TEF) dollars and FTEs are included in the presentation.

An FTE is equivalent to 1,800 labor hours per year.

Function Definitions

The construction function includes the following specific programs:

A – Non-Interstate Preservation
B – Interstate Construction
C – Major Non-Interstate Capacity Improvements
D3 – Plant Construction
G – Community Economic Revitalization
H – Non-Interstate Bridges
R4 – Dredging Deposit Sites
R7 – Reimbursable Projects
OR – Advance Right of Way Acquisition

The operation function includes the following specific programs:

D4 – Plant Maintenance and Operation
E – Transportation Equipment Fund (TEF)
M2 – Maintenance — On State System
MS- Inventory and Stores Administration
R2 – Maintenance — Off State System
R3 – Sales and Services to Others
R5 – Intra-Agency/Interagency Reimbursements
T3 – Public Transportation
T4 – High Capacity Transportation
T5 – Essential Rail Assistance and Banking
U – Charges from Other Agencies
Z2 – Construction — Off State System
Z3 – Everett Home Port
Z4 – Highway Transfer Relief

The management and administrative function includes the following specific programs:

D1 – Construction Management and Support
D5 – Highway Management and Support
Ml – Maintenance Management and Support
s – Transportation Management and Support
T1 – Transportation, Research, and Intermodal Planning Management and Support
Z1 – Local Programs Management and Support
09 – Supportive Services — D/WBE Assistance

The planning function includes the following specific programs:

T2 – Planning and Research

The aeronautics function includes the following specific programs:

F - Aeronautics

The marine function includes the following specific programs:

W - Marine Construction

X - Marine Maintenance and Operations

Appendix B

LEGISLATIVE TRANSPORTATION COMMITTEE

WASHINGTON STATE LEGISLATURE
JOHN L O'BRIEN BUILDING • OLYMPIA, WASHINGTON 98504 • TELEPHONE 786-7311

April 30, 1992

Duane Berentson, Secretary
Department of Transportation
Transportation Building, KF-01
Olympia, Washington 98504

Dear Secretary Berentson:

The Legislative Transportation Committee is interested in pursuing a study of FTEs within the Department. Such a study would include at least the following elements:

- Agencywide FTE growth, by biennium, for the period 1981-83 through 1991-93 with a narrative explanation of significant changes. This should be further broken down by program area, function and fund source, and should include the costs associated with the growth.

- For the same period of time, an analysis of administrative FTE growth. This should include all overhead charges related to construction and should include the costs associated with such growth.

- For the same period of time, an analysis of capital versus operating FTE growth, including an analysis of personal service contracts (i.e., consultants) and the costs associated with such growth.

- For the same period of time, an analysis of the composition of the workforce, including the number of women and minorities, by program, by management level. This should include, but not be limited to, District Administrators, Assistant Secretaries, program managers, etc.

- An analysis of the Department's efforts to recruit and train women and minorities for professional positions, including engineers and ferry captains.

- An analysis of environmental staff within the Department and how they are used by the construction, operations, planning, ferry and fiscal programs.

We are assigning Ms. Robin Rettew of our staff to work with your staff to develop the information requested. We believe this information is vital as we begin to evaluate the impacts of ISTEA and prepare for the next state transportation revenue proposals.

As always, we appreciate your assistance.

Sincerely,

Senator E. G. "Pat" Patterson
Co-Chair

Representative Ruth Fisher
Co-Chair

EGP:RF:j t